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AGENDA

MAJOR ISSUES OF CONCERN WITHIN THE DDO

- I. INTRODUCTION - As we perceive it, morale within the DDO is gravely low. Dissatisfaction is widespread.
- II. PERSONNEL MANAGEMENT
 - A. Assignments (including COS selections):
 - 1. Orchestrated by and for "Old Boy Network."
 - 2. Not advertised, centralized, or geared to career development.
 - B. Promotions within the DDO:
 - 1. Slow relative to other directorates and agencies.
 - 2. Panels should be inviolate and results publicized with statistics for time in grade.
 - 3. To senior levels depend on case officers becoming managers.
 - C. Selection Out:
 - 1. Lacks effective system.
 - 2. Needs enforced probationary period for new hires.
 - 3. Needs PRA assignments as management tools.
 - D. Retirement:
 - 1. Up or out.
 - 2. Determined by length of service.
- III. LEADERSHIP AND PROFESSIONALISM
 - A. Failure of Leadership:
 - 1. To define and defend CIA's mission.
 - 2. To communicate effectively and credibly with the DDO.
 - 3. To be decisive.
 - B. Erosion of Professionalism resulting in:
 - 1. Toleration and rewarding of incompetence.
 - 2. Disillusionment and decline in dedication.
 - 3. Poor tradecraft.
 - 4. Deterioration of language capabilities.
- IV. ADDITIONAL ITEMS
 - A. Bloated ineffective staffs.
 - B. Proliferation of bureaucratic layers.
 - C. Outmoded managerial practices; untrained managers.
 - D. Inadequate grievance system; ineffective IG.
 - E. Failure to delegate authority.
 - F. Failure to discipline professionals.
 - G. Lack of continuity vs. stagnation in Field/Hqs assignments.
 - H. Lack of creativity in devising cover.

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REVIEW OF MAJOR POINTS

I. PERSONNEL MANAGEMENT

Point A: Assignments depend on who you know.

- Proposal:
1. Assignment process should be more centralized.
 2. Profiles of positions available should be circulated to Field and Hqs.

Point B: Promotions are slower in DO.

- Proposal:
1. DDO should review comparative promotions of DO with other Directorates and government agencies and take any necessary corrective steps.
 2. All directorate promotions should be disseminated to Hqs and Field with statistical profiles of promotees.
 3. Findings of promotion panels should be final.

Point C: Case officers must be managers to advance.

- Proposal:
- Career track needed to permit qualified officers to advance without management responsibilities.

Point D: DO selection out process is ineffective.

- Proposal:
1. Lower 5% must be informed of their marginal performances and timely action taken to select them out as appropriate.
 2. New hire officers should be reviewed after five year probationary period to determine career suitability.
 3. Personal Rank Assignments should be utilized for movement of non-productive officers.

Point E: Slowing down of retirement has resulted in "graying of DO".

- Proposal:
1. Implementation of effective selection out.
 2. Seek new legislation fixing length of service without regard to age.
 3. Seek new legislation on establishing mandatory retirement age.

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II. LEADERSHIP AND PROFESSIONALISM

Point A: Dissatisfaction is widespread; morale is gravely low.

Proposal: 1. Management must reflect its concern; restore sense of esprit, mission, dedication and commitment to the officer corps.
2. Reinstitute use of "clandestine service."
3. Improve vertical communication in both directions.

Point B: Incompetence is often rewarded; professional standards are deteriorating.

Proposal: 1. Reprimands must be handed out when appropriate to management as well as working levels.
2. Rebuild DO language capabilities.

III. ADDITIONAL ITEMS

Point A: Bureaucratic staffs and layers are proliferating.

Proposal: Minimize staffs and layers to streamline decision-making, increase flexibility.

Point B: DO managers are not well trained.

Proposal: Improve management training available for DO officers as they assume major supervisory responsibilities.

Point C: The DO lacks an effective grievance system.

Proposal: Take steps necessary to restore credibility of Inspector General as truly independent grievance system.

Point D: Failure to delegate authority impedes decision-making.

Proposal: Establish DO-wide authorizing standards between DO and Division/Staff and from latter on down the chain of command.

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